

# WELFARE-TO-WORK

## HANDBOOK

### **D. RECRUITMENT AND SELECTION**

**1. Outreach Sources.** No DoD activity will be able to manage this program alone. Cross-agency collaboration will strengthen the entire effort as it permits the overall program to take advantage of each unit's special areas of expertise. There are many public resources in local communities available to help employers identify, recruit, hire, train, and retain new workers. Knowing exactly how to tap into existing resources can save valuable time in recruiting, hiring, and training. Therefore, this handbook's appendices provide information about agencies and programs that can be helpful.

The following are descriptions of various programs and agencies and the services they provide as well as other examples of collaboration.

**a. Federal Executive Boards and Associations.** DoD will rely on Federal Executive Boards (FEBs) and Federal Executive Associations (FEAs) to provide the focus for multi-agency coordination of the welfare-to-work initiative. (A listing of FEBs and FEAs by state is provided at Appendix 3.) Under the direction of the Office of Personnel Management (OPM), the FEBs are chartered to improve communication and coordination among Federal activities. The FEAs are voluntary associations which exist in cities without FEBs but which perform similar functions. Relying on these entities will enable DoD to eliminate redundant contact with state and local offices, thereby permitting recruiting activities to concentrate on program implementation.

**b. Employment/Job Service Offices.** The State Employment/Job Service, which is affiliated with the U.S. Employment Service, operates more than 1,800 local offices throughout the nation. Each year, these offices assist millions of job seekers and employers without charge. America's Job Bank (AJB) provides an electronic marketplace on the INTERNET, where job seekers can access information about thousands of jobs, and employers can post and manage their own job listings. The web site for AJB is <http://www.ajb.dni.us>. Depending on need, State and local offices may provide specialized assistance to such groups as youth, women, older workers, persons with disabilities, rural residents, and the economically disadvantaged, including welfare recipients. (Appendix 4 lists Employment/Job Service Offices by state.) Some of the services that these offices provide are as follows:

- Assisting job seekers in finding employment;

- Assisting employers in filling job vacancies;
- Facilitating the matching of employer and job seeker needs; and
- Providing information about jobs, training opportunities, and occupational demand-and-supply situations within particular labor markets.

**c. One-Stop Centers.** These centers represent a collaboration between the Department of Labor and State and local governments to make recruitment, training, and hiring easier and more efficient. One-Stop customers are provided with a single point of access to basic labor exchange functions, including job search assistance, job referral, and job placement; to America's Job Bank and labor market information; and to information on education and training programs. (Appendix 5 lists One-Stop Career Center Offices. Appendix 6 lists selected One-Stop State and Local Areas where One-Stop systems are in place.)

**d. Job Corps.** This program provides a comprehensive array of training, education, and support services to disadvantaged youth, including placement. Because one criterion for admission is economic hardship, the program may include welfare recipients who could be recruited for the Welfare-to-Work Program. (Job Corps Center Directors are listed at Appendix 7.)

**e. Indian and Native American Program.** Sponsored by the Department of Labor, this program provides services to individuals of Native American descent who are economically disadvantaged, unemployed, or underemployed. In addition to job referrals, the program offers job training, counseling, and other employment-related services to help them prepare for and hold productive jobs. Since welfare recipients receiving Tribal Temporary Assistance for Needy Families are a targeted group under the Welfare-to-Work initiative, this program may provide a valuable source of applicants. (See Appendix 8 for a listing of Indian and Native American Grantees.)

**f. State Welfare Offices.** Under the TANF block grant provisions, State Welfare Offices must conduct a program that provides assistance to needy families with children and provides parents with job preparation, work, and supportive services to enable them to leave the program and become self-sufficient. These offices can provide useful information about the services that are available to move welfare recipients from the welfare rolls to work. (A directory containing the names, addresses, and telephone numbers of State Welfare Offices is provided at Appendix 9.)

**g. Job Fairs.** Local managers are encouraged to recruit through job fairs sponsored by State and local offices, schools, and special communities.

**h. Information Services.** Activities are encouraged to obtain more information about the Welfare-to-Work Program and available resources via the INTERNET. Appendix 10 lists several web sites that provide information on the program. These web sites should be used to obtain up-to-date information regarding the Welfare-to-Work program.